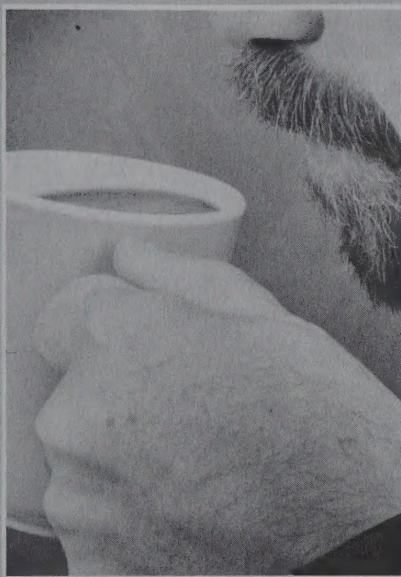


WHAT'S NEW



Coffee drinkers can expect jolt

Finding a coffee source may be more difficult with the new year, as the State Fire Marshal's Office has a new policy prohibiting the use of non-commercial coffee makers in all state facilities. While the Transportation Building manager sought a grace period, residential coffee makers now are prohibited. The move is expected to have an effect on employee morale, as well as coffee budgets.

See story, Page 4

Train derailment shuts down 99E

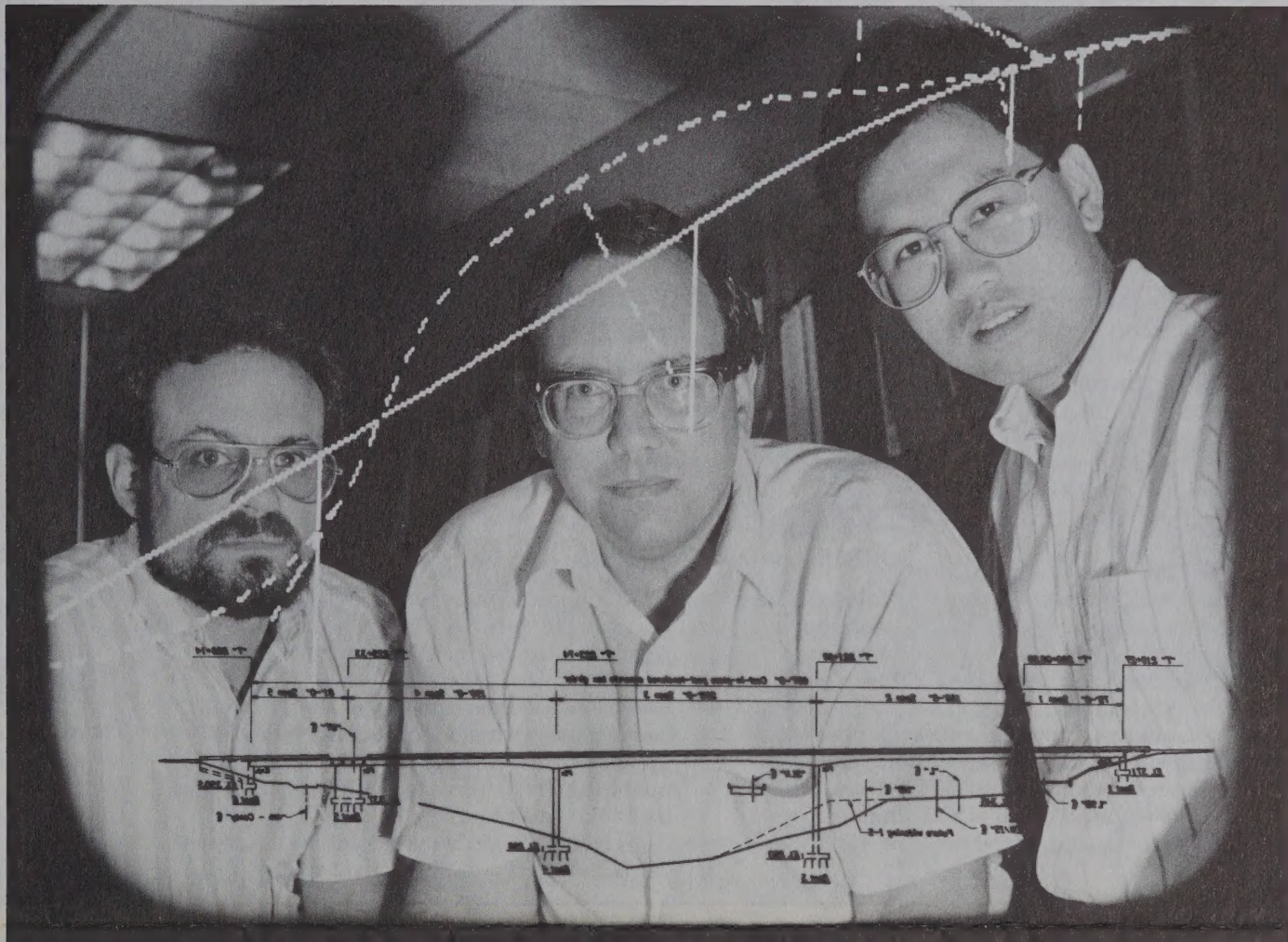
Two freight trains slammed into each other just north of Harrisburg in late November, scattering cargo and debris up to the edge of Oregon 99E, which runs alongside the tracks.

The derailment temporarily closed the highway as Southern Pacific crews and its contractor cleaned up the jackknifed engines that plowed huge mounds of earth onto the road. No boxcars or cargo ended up on the pavement, according to Ken Hilton, the Highway Division's District 4 manager.

Traffic was restricted to one lane guided by pilot cars during days, with delays of up to 20 minutes. The highway reopened to two-lane traffic evenings and on Thanksgiving Day.

The accident occurred as a southbound freight train sideswiped an empty, slow-moving northbound train that had not pulled completely off the main line onto a siding. Five people were on the trains, but none was seriously hurt.

Six engines and five cars from the loaded train as well as nine empty cars from the other train jumped the tracks. Most of the derailed engines and cars plowed into a dirt bank on the edge of the highway. More than 8,000 gallons of spilled diesel fuel caught fire in a ditch alongside the highway. Firefighters quickly doused the flames.



Bridge structural designers (from left) Sam Grossberg, Dick Groff and Lwin Hwee peer into a computer screen at the design of the replacement Terwilliger Bridge in this photo illustration. Rising through the screen is a vibration mode shape, one of the shapes that structure might take during an earthquake.

Bracing for the big quake

Soon after the tremors subsided in the 1989 San Francisco Bay-area earthquake, Oregon's state bridge engineer Tom Lulay headed south to witness the desolation—and learn how his home state might fare in similar circumstances.

From the tragedy emerged doubts in the scientific community about the old view that such a calamitous quake just couldn't happen here. Armed with new seismic activity information, engineers and scientists now believe that Oregon is more at risk than previously thought.

Portland's Marquam Bridge was one of the first bridges to grab engineers' attention because—like the collapsed Nimitz Freeway structures in the San Francisco quake—it, too, is a double-decker and, given an intense shock, could collapse on itself. As part of a \$23.9 million project, construction crews are tying the span's east-approach beams to its columns to allow for controlled movement during an earthquake. That project is expected to be completed in November 1992, according to Terry Shike, assistant state bridge engineer for the Highway Division.

Strengthening the Marquam Bridge is part of the state's overall priority of maintaining transportation service within the Portland metropolitan area following a major seismic event.

The Marquam project reflects a first step in ODOT's heightened awareness of the state's seismic risk. By early 1992, it expects to issue a contract designed to analyze the 2,600-plus state-owned bridges by their importance to the state transportation system, then determine which of those links are most vulnerable to earthquake gyrations, Shike said.

A second component of the study will analyze the feasibility of completely retrofitting Portland's Ross Island Bridge to keep it intact and able to sway should a quake hit. That analysis will employ earthquake-resistant design concepts, which then will be weighed for their cost-effectiveness.

But how do you decide which bridges get the state's attention—and money—for seismic retrofitting? The answer can be found at the end of a complex formula that weighs electronic data—most of it objective, some not, according to Shike. While traffic counts and the frequency and intensity of the surrounding area's recorded seismic activity are relatively easy to quantify, how do you determine the relative importance of a bridge to its surrounding communities? What if it serves as a

vital link to medical services?

While some existing structures are scheduled for seismic retrofitting, structural design engineers are getting a step ahead of the process. Oregon bridges have been built to standards set by the American Association of State Highway and Transportation Officials for the level of risk thought likely in Oregon. Those standards have gotten tougher over the years, as more has been learned about earthquake activity, but they may not be enough.

Portland's Marquam Bridge was one of the first bridges to grab engineers' attention because, given an intense shock, it could collapse on itself.

"We are getting data that support higher standards than current AASHTO standards or building codes," said Don Forbes, Oregon Department of Transportation director. "We need to look at that information and revise how we design bridges or retrofit existing ones."

The stricter structural design standards already have been incorporated

into several Portland-area structures, such as the new Terwilliger Boulevard interchange over Interstate 5, and the Tacoma Street unit over McLoughlin Boulevard. To the south, a replacement Santiam Bridge, on I-5 north of Albany, also is being treated to the new earthquake standards.

Just to look at one of the bridges with the more flexible, earthquake-resistant design wouldn't offer much of a clue to its uniqueness. To really appreciate its ability to sway—rather than crack and tumble—in an earthquake, you would need to crawl inside one of the vertical supporting columns. There, rods of reinforcing steel are spun in spirals, then linked to soak up seismic energy. As bridge designer Dick Groff describes them, the steel spirals act "like a big Slinky."

By contrast, the more traditional design ties those reinforcing steel bars in a more rigid pattern, with a high degree of tensile strength yet limited flexibility.

In addition to the Portland metropolitan area, Oregon is

See **QUAKE**, Page 5

DIRECTOR'S COLUMN

Choose to embrace renewal, tradition

By DON FORBES
ODOT Director

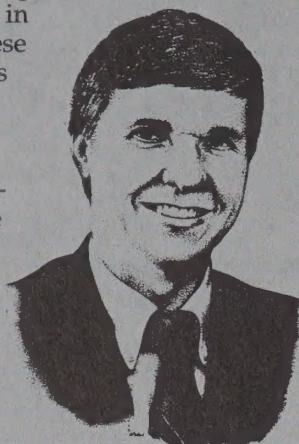
As I write this, 1991 is nearing an end, a midwinter fog is rolling into the Willamette Valley, and the moment invites reflection.

Call it a break in routine or a reality check. Regardless of what you call it, the value in stopping to put things into perspective is—at least to me—immeasurable. Our department offers the rapid change one might find in most organizations these days, yet our traditions remain enduring constants.

Clearly, the most remarkable and important constants we have is our people. At a holiday gathering here at the Transportation Building, retirees had a chance to reminisce about their work and exchange news. In talking with those of you who came, I was impressed by your spirited dedication and good nature. Thanks for stopping in.

The new year also got me thinking how just the past few months have left us plenty to be thankful about:

- Congress approved a new six-year federal transportation funding bill and, judging from a preliminary analysis, ODOT was a big winner, with an additional \$1 billion for Oregon's highway and transit systems. With the



FORBES

\$515 million allocated for the westside light-rail corridor project, Oregon became one of only seven cities that received light-rail project funding. As Congress debated the bill, U.S. Sen. Mark Hatfield spoke highly of ODOT's efforts to secure fair legislation.

- Through separate legislation, the Aeronautics Division got a new radar approach control system for the Redmond airport. And our Public Transit Division was instrumental in helping create a national intercity bus program.
- We enter 1992 with a warm welcome to

Any organization—in the public or private sector—can stay youthful if it learns from its past, cherishes sound traditions and keeps everlastingly alert to the needs of tomorrow.

ODOT's newest member, the Oregon Traffic Safety Division. Together, we hope to strengthen and better coordinate the state's transportation safety programs.

- The Motor Vehicles Division's request for a \$30 million replacement computer system not only got the state Legislature's approval, it got legislators' praise for DMV's approach in addressing lawmakers' questions.

- The Central Services Division this fall had a training session for its field trainers to get up to speed on helping the people in our five operating divisions work with their computerized finance systems.

That's all good news, and it is just a smat-

tering of what's right with ODOT and the 4,500 of us who work here.

On a personal front, I've got my sights set on working on our family's four-acres near Turner. My wife, Cindy, and 13-year-old daughter, Mollie, are interested in horses, and we hope to build a corral this spring so they can practice their riding. Our place has a steep upslope, and our son, Jim, who's 11, and I are hoping to fly the radio-controlled glider he got for Christmas. That should be fun.

For me, as it is for most of us, time with family is opportunity for renewal. As with work, we experience constant renewal or change, yet we have time-honored traditions.

The age of our organization testifies to its past. It proves we have managed to perform a vital service to the traveling public. And it proves we've managed to adapt and renew its human as well as financial resources while conditions and leaders change from decade to decade.

Any organization—in the public or private sector—can stay youthful if it learns from its past, cherishes sound traditions and keeps everlastingly alert to the needs of tomorrow. We have some great things going for us. Some things worked, others didn't. Let's take the good parts and build on them. We're embracing change, but at the same time we're not disregarding the past.

The work we've done for generations has served us well. We face challenges today that are equally as great as those that faced our predecessors. Continuity does not rule out fresh approaches to fresh situations.

Best luck to you all in 1992.

Letters



Search for lost child

Jim Gix,
Region 3 Engineer,
Highway Division, Roseburg:

When two-year-old Tommy Gibson was reported missing in mid-March, police, search-and-rescue crews, and private citizens probed the Glendale-Azalea area. After we learned that the child, or evidence of his disappearance, possibly could be concealed in the sewage lagoon near the southbound Cow Creek rest area, we contacted Landscape Supervisor Philip Moore of Roseburg. Through Philip and the efforts of his crew members—Bill Scherner, Mike Ware, Roger Hill, Cindy Lander and Leon Luck—the 2 million gallons of effluent were drained and Oregon State Police detectives hand-raked the pond.

Those Highway Division employees should be commended for their dedication and extra effort they contributed to this search. We feel confident that the area had been searched thoroughly, which was a major concern in the investigation. Philip and his peers also were extremely valuable in providing us the locations of hidden culverts and drain pipes along the freeway. We look for-

ward to working with your agency in the future and appreciate your employees' professionalism and dedication.

LT. JAMES SIMPSON
Oregon State Police, Roseburg

Stalled on the freeway

Randy Inloes,
Highway Maintenance Supervisor,
Highway Division, North Portland:

We stalled our loaded truck on southbound Interstate 5 in the middle of a busy entrance to the freeway last week. Our attempts to get the truck started failed, but we were lucky to have three of your employees—(highway maintenance specialists) Robert Schillinger, Ed Miller, and Louis Brueggeman—on their way to another job site, stop and assist us in successfully resuming our trip.

It's nice to know that some of our tax dollars are used to employ considerate and thoughtful men like these.

TOM AND CAROL GILLESPIE
Portland

Just add snow

Roger Olson,
District 12 Maintenance Supervisor,
Highway Division, Pendleton:

I would like to pass along to you my appreciation of Jim King and his staff at the Ukiah highway maintenance station. Last year, they helped us complete the construction of a SnoPark near the summit of the Blue Mountains on Oregon 244 by paving the area along with the paving job he was doing on the highway. His crew did an excellent job and the SnoPark is now available for winter recreation use.

More recently, Jim has gone out of his way to dispose of ditch-cleaning

material from Oregon 244 and U.S. 395 in a fill area on our compound to help us expand a parking area. He also helped our fisheries people improve the salmon habitat in Camas creek by felling hazardous trees in a location specified by the fish managers to be secured into the stream bed.

Jim and his crew have always been easy to work with and cooperative. I hope to maintain our productive working relationship for a long time to come.

CRAIG SMITH-DIXON
District Manager, U.S. Forest Service
Ukiah

Help without hesitation

Alan Alaniz,
Area Maintenance Supervisor,
Highway Division, Chemult:

The city of Chiloquin would like to express its appreciation to the Oregon State Highway Division people in Chiloquin, especially Steve Shockey and Ed Kollmar, for their assistance in moving a recently purchased tractor and brush hog into the city maintenance yard. Our Public Works people were in need and you responded without hesitation.

VERNON MITZEL
Chiloquin City Mayor
(Shockey and Kollmar are highway maintenance specialists with the Chiloquin highway maintenance crew, and Alaniz is their supervisor.—Editor)

Stranded on steep spot

Ken Hilton,
District 4 Manager,
Highway Division, Corvallis:

Earlier this year we left our home in Independence with our mother to visit relatives in Texas, Arkansas and Mississippi when, about 20 minutes into our drive on Oregon 20 above Sweet Home, our motor home quit. As that highway is narrow, steep and windy, we were fortunate to have stopped on a wide spot in the road—with a broken fuel pump.

About 15 minutes later, an Oregon

Highway Division truck passed us, then stopped, turned around and returned. (Highway maintenance specialists) Bill Lawrence, Gary Ward and Clint Lawson asked if we needed help. Because they were headed down the road to set up road construction signs, they said they would call their Sweet Home office and have someone bring us a fuel pump.

About 45 minutes later, George Johnson, the Sweet Home highway maintenance supervisor, arrived with two fuel pumps to make sure one would fit. He stayed until we fit the pump and got our motor home running again. In the meantime, only one car stopped to see if we needed help, so you know we were grateful for your crew's help. Your have true public servants on your Sweet Home crew. We'll always remember their concern and kindness.

CHARLES AND LOIS MURPHY
Independence

(See Page 6 for more letters)



ODOT NEWS

OREGON TRANSPORTATION COMMISSION
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Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification.

All letters that address issues relevant to ODOT will be considered.

117 lives 'saved' by safety belts

An estimated 300 safety belt-conscious Oregonians in December gathered in Portland's Pioneer Courthouse Square for a "Celebration of Life," the Traffic Safety Division's recognition of the first anniversary of Oregon's mandatory safety belt law.

The audience wore the numbers 1 through 117 to represent the number of

Oregonians who were "saved by the belt" in the law's first year compared to the same period in 1990.

Geri Parker, the Traffic Safety Division's safety belt coordinator, said traffic fatalities plunged more than 21 percent in Oregon since the safety belt law took effect Dec. 7, 1990. She said 435 people were killed

on Oregon roads since then, compared to 552 fatalities recorded during the previous 12-month period.

Rally speakers included Ed Marges, Traffic Safety's interim-administrator, orthopedic surgeon John Tongue, known as the "father" of the safety belt legislation, and Assistant Portland Police Chief Wayne Inman.

Clackamas County Sheriff's Sergeant Vaughn Klier told how he and his five children this summer were involved in a car wreck that left Klier and a daughter in critical condition and the other children with extensive injuries. Klier told how his family was "saved by the belt," and his 8-year-old daughter also spoke of her near-death experience.

After the gathering, dozens of police, firefighters and emergency medical technicians showed the safety-belt supporters their emergency rescue equipment. One EMT said he hoped the increased use of safety belts someday would "put us out of business."

Students with the Oregon Student Safety On the Move chapter from Oregon City High School donned orange safety vests and distributed about 300 lottery certificates and red ribbons to downtown motorists observed wearing their safety belts.

According to Traffic Safety Division figures, safety belt usage among Oregonians has increased markedly, from 50 percent to more than 70 percent since the state adopted the mandatory safety belt law. Oregon is ranked first among the contiguous United States in safety belt compliance.



Oregon City High School students dressed in orange safety vests distributed lottery certificates to drivers wearing safety belts.



Ed Marges, Traffic Safety Division interim administrator, talks about how his daughter, Anne (right) was "saved by the belt."



A crowd of about 300 gathered to celebrate the first anniversary of Oregon's safety belt law. Each wore numbers representing the number of Oregonians whose lives were saved by wearing safety belts.

Federal bill translation: more Oregon jobs

While its full impact on Oregon isn't yet clear, Congress' new six-year transportation authorization bill could mean an additional \$1 billion in Oregon highway and public transit improvements through 1997.

"It's good news for transportation in Oregon," said Don Forbes, ODOT director. "We worked hard to have Oregon treated fairly, and we achieved all of our goals in the version the Congress finally passed."

Called the Intermodal Surface

Transportation Efficiency Act of 1991, it focuses more than ever before on connecting transportation modes. ODOT's intergovernmental relations manager, John Rist, who conveyed ODOT's concerns to Oregon's congressional delegation, said, "We have a new flexibility in moving money between highway and transit work. It lets us look for the best transportation solution."

That flexibility also will help the Traffic Safety Division by eliminating earmarking of some funds so they can be

used in other traffic-safety areas.

The new Highways of National Significance program probably will include interstates, the Access Oregon Highways program and possibly other routes. The

While the additional road work is good news for motorists, it raises the question of how ODOT will accomplish all the additional work.

measure also funds work already planned in the Six-Year Transportation Improvement Program. Deputy State Highway Engineer Bill Anhorn, said, "It's an ambitious program and, when we drafted it, we hoped that enough federal money would be available."

The Highway Division anticipates receiving an additional \$80 million yearly in federal taxes beyond what it currently receives. In addition, two highway projects—the Interstate 5 widening

project in Salem and the Sunset Highway Sylvan interchange modification for the westside light-rail project—were funded as demonstration projects. Two other Oregon projects receiving funding are the Columbia Slough railroad bridge and the Ferry Street bridge in Eugene.

While the additional road work is good news for motorists, it raises the question of how ODOT will accomplish all the additional work.

"We are looking at needs, current staff, and what the gap will be," Anhorn said. "We can't deliver a higher program level without some resources. We are looking at what combination of staff, consultants, temporaries and other people it will take to manage the peak work loads. The Highway Division's management group, R-Team, worked on the issue in December and will address it again this month."

The federal authorization bill also will bolster the state's economy with jobs in the private sector. The highway portion is expected to create an additional 1,200 to 1,500 jobs in construction and related fields, with the westside light-rail corridor project expected to add probably another 3,000 to 3,500.

Shift toward transit viewed as major win

Oregon's public-transit programs stand to gain with the new federal authorization bill.

"For public transit, the name change means a lot," said Victor Dodier, Public Transit Division program manager. "The federal government has declared its intention not to have a roads-only or transit-only program. It is pointing to the states to decide which solutions will best meet local problems. This is a fundamental change in thinking at the federal level."

Over the next six years, the federal government proposes to spend \$31.5 billion on public transit projects nationwide. Except for the dedicated light-rail funding, transit funding is subject to future congressional appropriations. In the past, Congress has failed to match its original spending limit amounts when doling out annual budget appropriations.

The changes in the new act reverse a decade-long trend of shrinking federal dollars and reluctant involvement in public transportation projects, Dodier said.

It remains unclear exactly how Oregon's public-transit programs will fare, because 1990 census figures will affect the federal distribution formula, as will

annual congressional appropriations.

A new intercity bus program proposed by ODOT will help preserve or re-establish intercity bus service to non-urban communities using 5 percent to 15 percent of the small city and rural transit program funds. The intercity bus program will fund planning and marketing, passenger terminals and shelters, user-side subsidies and special demonstration projects. Urban transit systems also will see federal funding increase 5 percent in 1992 and 50 percent in 1993, which will provide more operating and capital equipment grants for transit systems in Portland, Salem, Eugene and Medford.

The new federal bill earmarks \$515 million for the westside light-rail corridor project from Portland to Hillsboro. Congress set aside \$500 million for the extension to West 185th Avenue. The balance of \$15 million is reserved for preliminary engineering to extend the MAX line from West 185th Avenue to Hillsboro.

The new federal act also allows metropolitan planning organizations and states to more easily switch highway money to transit projects and, within limits, transit money to highway use, depending on how plans are developed.

NEWS BRIEFS

Task force endorses single-agency concept

Gov. Barbara Roberts' task force studying state government in November endorsed ODOT's proposed restructuring into a single department organized along functional lines.

ODOT's organizational shift is expected to avoid service duplications and improve interagency coordination. While the Oregon Transportation Commission has approved the plan in concept, it will decide this month whether ODOT should proceed with the restructure process.

PERS official to discuss deferred compensation

Nancy Crandall of the Public Employee Retirement System will discuss changes in deferred compensation at the Highway Retirees Feb. 4 luncheon.

All ODOT retirees are invited. The Highway Retirees meet at 11:30 a.m. at Myrl's Chuckwagon and Buffet, 2265 Lancaster Dr. N.E., Salem. For more information, contact Chuck Fredrickson, 363-0187. Other scheduled meetings this year include May 5, Aug. 4 and Nov. 3.

Learning maintenance by doing

The Catch 22 about job hunting in a tight economy is that you need experience to rank as a qualified applicant, yet you can't get the experience you need without first having worked in your field.

Such is the case for five women hired for temporary highway maintenance jobs through the ODOT Civil Rights affirmative action trainee program. Now in its second year, the program provides training opportunities for affirmative action candidates outside the ODOT work force in underrepresented job categories.

The training program was implemented by the Oregon Legislature on a pilot basis during the 1989-91 biennium to provide training for women and minorities in positions that are historically below parity in achievement of affirmative action goals, according to Bill Hayden, affirmative action/equal employment opportunity program manager.

The goal of the program is to



Deby Turner, an Ashland highway maintenance specialist trainee, climbs into a front-end loader.

build a talent pool of qualified candidates. Participation in the program does not guarantee a candidate a job after the assignment, but the experience and training the candidates gain make them more competitive in the job market, Hayden said.

The six-month training program began in September 1991, with posi-

tions in the Highway Division's Ashland, Clatskanie, Madras, Ontario and Warrenton districts.

Trainees are expected to receive experience in the safe operation of equipment and small tools, traffic control, and in the maintenance of highways, bridge, signs and landscape.

Coffee pot policy may be a shock

Finding a coffee source may be more difficult with the new year, as the state fire marshal has a new policy prohibiting the use of non-commercial coffee makers in all state facilities.

Jim Archambault, Transportation Building manager, said, "At this point, the State Fire Marshal's Office tells us that residential-style coffee makers have got to go."

The Transportation Building alone has 40-45 residential coffee pots, according to Archambault.

Commercial coffee makers generally cost between \$150 and \$300, although the fire marshal has approved a \$70 model. Commercial pots are designed for extended use, are constructed of metal, and are manufactured with heavy-duty limiting thermostats which automatically shut off the coffee pot when it becomes overheated. The other options are to subscribe to a coffee service or lease program offered by the state Blind Commission or coffee vendors.

The fire marshal's new electrical appliance policy further requires coffee makers to be located in a central area that's free of combustible materials. At least two people must monitor the use of each coffee maker, and all coffee makers must be unplugged after each work day.

Computerized mapping explored in GIS training

Recognized as a national leader in geographic information system (GIS) technology, Oregon will play host this spring to a national audience for a three-part series of GIS trainings.

A computerized data base management system, GIS is used for transportation analysis and planning. By coordinating graphics and data, it can be used to analyze any information that can be portrayed geographically, such as accidents, traffic flow and pavement management.

A three-day GIS course opens with a free executive overview at 8:30 a.m. Feb. 26 at the Transportation Building in Salem. Registration for the remainder of the course is \$100.

That's followed by a GIS workshop

Hotline pilot starts Jan. 2

ODOT's toll-free hotline, a six-month pilot project, begins Jan. 2.

Dial 1-800-221-ODOT and you'll hear a recorded segment of general interest. At the tone, employees either can respond to the previous message or speak their concerns on any work-related topic.

The hotline is intended to reverse some of the department's communications problems as revealed by the recent employee survey, according to Steve Green, executive assistant to ODOT Director Don Forbes.

Plans call for Director's Office staff to listen to the comments and route questions and concerns to a person qualified to provide callers with a direct answer. The ODOT Management Team and other policy-making groups will be briefed on the issues surfaced by the hotline. At the end of the six-month hotline trial, the pilot device will be evaluated to determine whether it should continue.

and symposium, both held at the Portland Hilton. The GIS-for-Transportation workshop, on March 1, covers GIS implementation. The March 2-4 symposium expands on that, including vendor displays and GIS applications, and management and technical issues. Registration, due Feb. 3, is \$50 for the workshop and \$150 for the symposium. The Portland gathering will provide transportation officials from municipal planning organizations, state, province and federal agencies, and private-sector companies with a forum to discuss GIS and transportation-related issues. Both the symposium and workshop are sponsored by the American Association of State Highway and Transportation Officials.

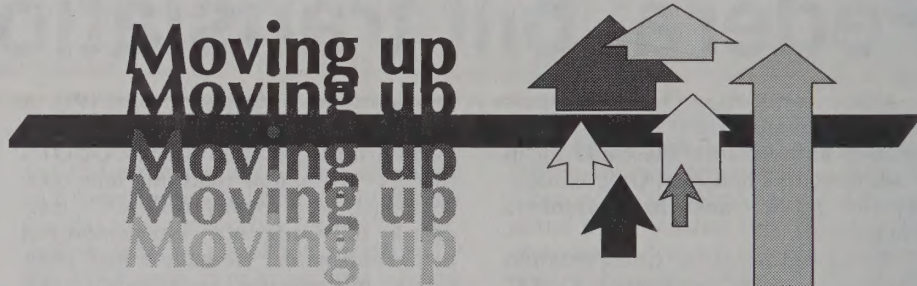
Chris Levy, the Oregon Highway Division's mapping and GIS coordinator, is handling local arrangements for all three events. She can be reached at 378-6256.

The GIS/mapping industry is the fastest growing segment of the computer industry, with 1990 worldwide hardware and software sales estimated at \$1.4 billion, Levy said. Worldwide sales are estimated to total \$2.7 billion by 1993.

CORRECTION

A photo caption in the December Via promotions column incorrectly identified Barbara Lucanio as Valerie Traverso, both Motor Vehicles Division employees.

A news story on the opening of the Grants Pass third bridge inadvertently omitted the Highway Division's design team: Steve Starkey, senior structural design engineer, Mike Young, structural drafter, and Phil Rabb, principal structural design engineer.



Highway Division

Leslie Benckendorf, right of way agent 1, Salem, to right of way agent 2, Bend.

Timothy Burks, associate transportation engineer to transportation engineer 1, Salem.

Gale Chipps, office specialist 2 to administrative specialist 1, Salem.

Norman Davis, supervising transportation engineer B to supervising transportation engineer C, Salem.

Dale Floria, highway maintenance specialist to highway maintenance assistant supervisor, Portland.

Troy Hesselgesser, highway maintenance worker to highway maintenance specialist, Portland.

Katherine Hinkle, highway maintenance worker to highway maintenance specialist, Portland.

In Tae Lee, transportation engineer 1 to transportation engineer 2, Salem.

Pamela Mefford, programmer analyst to systems analyst 2, Salem.

Stacey Quest, data entry operator to office specialist 1, Salem.

Michael Remily, associate transportation engineer, Portland, to transportation engineer 1, Salem.

Julee Reynolds, highway maintenance worker to highway maintenance specialist, Portland.

Johnny Ross, highway maintenance worker to highway maintenance specialist, Portland.

Craig Shike, transportation engineer 1 to transportation engineer 2, Salem.

James Simmons, highway maintenance worker to highway maintenance specialist, Coos Bay.

Joan Symons, associate transportation engineer to transportation engineer 1, Medford.

Terry Thames, transportation engineer 1, Bend, to supervising transportation engineer B, Springfield.

Robert Tolman, highway maintenance specialist, Salem, to highway maintenance supervisor, Ashland.

Motor Vehicles Division

Josefina Cabral, motor vehicle representative 1 to motor vehicle representative 2, Medford.

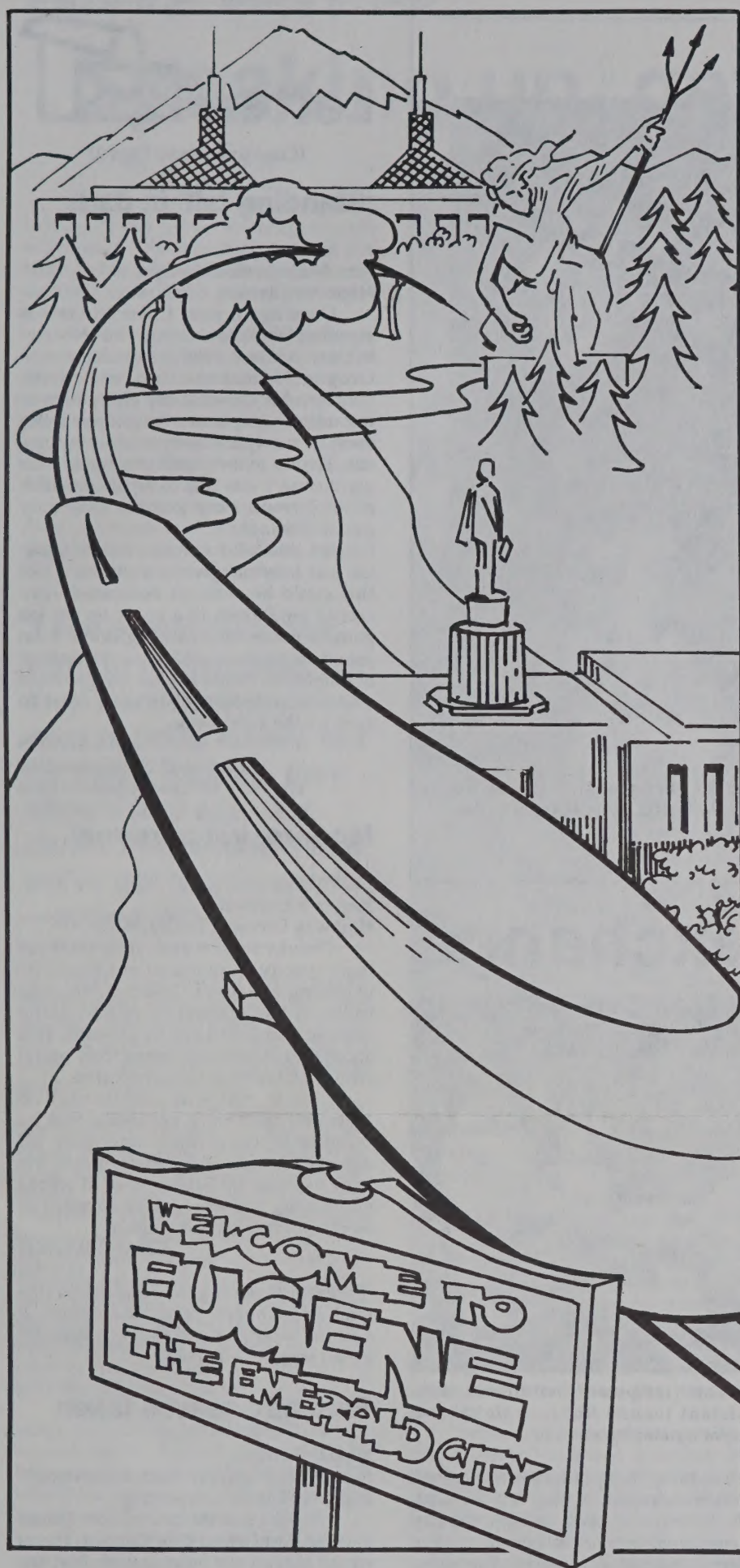
Dan Dlugonski, motor vehicle representative 3, Northern Region (Milwaukie), to motor vehicle office manager 1, Forest Grove.

Mark Hubble, office specialist 2 to administrative specialist 1, Salem.

Lynn Trigg, motor vehicle representative 1, Sherwood, to administrative specialist 1, Salem.



Julee Reynolds
Highway Maintenance
Specialist
Highway Division
Portland



High-speed trains eyed for I-5 corridor

Visions of high-speed trains carrying passengers between Eugene and Portland could come closer to an Oregon reality, as a consultant this month begins exploring the idea.

A Rail Passenger Plan Advisory Committee, created by the 1991 Legislature, is studying how to bring a "renaissance of rail passenger service" to Oregon. The \$80,000 study, along with the Oregon Transportation Plan, will be presented to the 1993 Legislature.

State Sen. Bill McCoy, advisory committee chairman, wrote in a report to the Transportation Commission that the committee will consider trains that approach 200 mph and high-speed vehicles now being tested that are magnetically levitated above a fixed guideway. The committee hopes its work will reduce the number of vehicles that travel Interstate 5 between Eugene and Portland and the air pollution they create.

Ed Immel, ODOT rail planner, said the extent of the project will depend on attracting sufficient passengers to justify high-speed trains. Existing high-speed rail system construction costs have ranged from \$16 million to \$23 million per mile, Immel said. To justify that cost, such a system would need to carry about 7,000 people daily.

Ridership on a demonstration project launched by ODOT in the early 1980s, the Willamette Valley Express, rose as high as 700 passengers per day. But it failed to reach its required goal of 340 passengers per day, and lack of state funding halted the service.

"We need to develop a project that's do-able, and saleable to the Legislature and to Oregon voters," Immel said.

The committee decided the study should focus primarily on the Willamette Valley, where about 69 percent of the state's population lives, and serve the downtowns of Portland, Salem and Eugene.

Downtown stations should provide access to public transit systems, and other intercity and local carriers. The rail line has to be designed to carry 20 trains per day in each direction. It has to be able to carry freight, at least initially, to make them economical to operate. For the service to attract people who now drive between Eugene and Portland, a one-way trip should take no more than one and a half hours, including stops.

The study also is expected to



Speeches and ceremony accompanied the pre-inaugural run of the Willamette Valley Express. The Portland-Eugene rail service lasted 17 months in the early 1980s before halting for lack of available state funding (file photo).

address population statistics and users information, train dependability and comfort, commuter parking, fares and incomes, environmental benefits, construction and operating costs, potential ridership and marketing opportunities.

A second effort involves a feasibility study to create a high-speed rail line from Portland to Vancouver, British Columbia. Such a line is projected to lessen the short-distance travel burden placed on Washington state's SeaTac Airport by 20 to 30 percent, according to Mark Ford, ODOT Strategic Planning manager. Ford and ODOT Director Don Forbes are non-voting members of Washington's study advisory committee.

Plan embraces diverse transit modes

Quake: Can't retrofit all

(Continued from Page 1)

most vulnerable to earthquakes on its western edge, particularly in its far southwest corner, south of Coos Bay, where a mild quake struck in mid-1991. Shike estimates that 70 percent of Oregon's state-owned bridges are west of the Cascade Mountain Range.

But modifying Oregon's most earthquake-vulnerable bridges demands funding above what's currently available. "We'd like to be able to retrofit all our bridges," Shike said. "But at least the study will help us learn where to spend the money we do have."

Oregonians will get a chance to preview the draft 1993-98 Six-Year Transportation Improvement Program in February and March, as well as a chance to see how it has expanded its scope to transportation modes beyond the state's roadway system.

Formerly the Six-Year Highway Improvement Program, it identifies future highway, aviation, public transit and rail projects, and shows how the public's transportation dollars are being invested. The program lists projects identified by their respective divisions, each with its own funding source for project financing.

Joe Speight, program development engineer, said the switch from a highway-specific document to an overall transportation program is a step toward integrating the transportation system and complements ODOT's efforts to combine functions.

"The department wants to show the public that we are aware of the relationship between transportation modes," Speight said. "The critical first element

of the process is the Oregon Transportation Plan. The Six-Year Transportation Improvement Program is an implementation program for construction projects for the next six years and development projects through the next century."

Eighteen public meetings are scheduled throughout the state for citizens, local governments and industry representatives to comment. The public meetings provide a formal opportunity for them to comment on all transportation programs and send their recommendations to the Transportation Commission.

A brochure will be available in mid-January listing the meeting places and times. The brochure will be distributed to all employees or will be available by calling 378-6563. ODOT employees are welcome to attend meetings.

The highway portion of the program is the largest ever with construction totalling \$2.1 billion, compared to the previous program's \$1.4 billion. Additional state funds and a new federal authorization bill caused the increase, according to Speight.

HISTORY

JANUARY 1987

■ Fred Miller, ODOT director for the previous five years, bid farewell to an audience of well-wishers in mid-December 1986 following his announcement that he would relinquish his position to head the state Executive Department.

■ State Highway Division crews made temporary repairs to the McCullough Bridge at North Bend after it was severely damaged when an upraised loading ramp on a Swedish ship hit the span's underside.

JANUARY 1982

■ The Parks and Public Transit divisions and the Travel Information Section faced budget cuts of up to 20 percent during the upcoming special legislative session. The action was an effort to erase an estimated \$250 million projected General Fund deficit caused by Oregon's economic recession.

JANUARY 1977

■ Eighty-five ODOT employees retired in December, the largest group of retirees for any month in the department's history.

■ In response to Oregon's economic recession, the Highway Division eliminated 198 positions by December 1976, signalling the end of its employee layoffs.

Wave of the future



An Oregon State Fair crowd admires the state Highway Department's displays in this 1961 photograph. That year, the department boasted of having more than 60 percent of its interstate freeway system open to traffic, more than any other state.

Oregon's national idea exchange

Why reinvent the wheel when you can share that information?

Two people staff the Technology Transfer Center within the Highway Division's Materials and Research Laboratory to share the nation's latest transportation information, training and technology with Oregon's cities, counties and governmental agencies. Their goal?—To make best use of Oregon's rural agencies' scarce resources.

Since the T2 Center began in 1984 through the cooperative efforts of Oregon's Highway Division and Oregon State University, it has become jointly funded by the Federal Highway Administration, Oregon's counties and cities and ODOT. It is now one of 50 centers throughout the United States and Puerto Rico that take part in FHWA's Rural Technical Assistance Program.

Dick Parker, the center's temporary coordinator while Wes Heidenreich is on temporary assignment in the Governor's Office, said the center does that through a quarterly newsletter, a loan-library of audio/visual materials, sponsorship of training courses and on-site presentations.

Safest drivers rise above rest

Thirty-one Highway Division maintenance crews made it through the 1990-91 fiscal year without an accident, but five crews rose above the rest for having the cumulative best driving.

The annual safe driving awards are based on ratings of crews' lack of preventable accidents, for each 1,000 miles driven per crew member, for no accidents and for the number of previous years driven without accidents.

Maintenance crews that won the 1990-91 fiscal year region safe-driving awards are: Juntura crew, Rural/East category (John White, supervisor); Port Orford, Rural/West category (Jerry Gregory, supervisor); Sylvan, Urban category (William Chisholm, supervisor); LaPine, Snow category (David Neys, supervisor); and Austin, Major Mountain Pass (Jim Duckworth, supervisor). The Juntura, Port Orford and Austin crews are repeat winners this year.

For example, the center provides information on flagger certification, dust control, safety, bridge maintenance, crack sealing and Commercial Drivers License testing. A steering committee of city, county and other governmental agency representatives suggests information needed by local governments. The center responds to local government requests and refers agencies to ODOT research sections that can best answer their concerns.

The center's newsletter disseminates transportation ideas, training and technical report summaries from other states for local jurisdictions to use. Much of the newsletter deals with maintenance issues, although it recently has been emphasizing computer technology and training.

"The most important job of the center is to bring the appropriate technology to different organizations," Parker said.

"No matter how small or large the city or county is, they are always in need of information and assistance." The agencies range in size from Portland's metropolitan region to Indian reservation tribal governments. Seeking a balance among the diverse agency needs is the center's most difficult challenge, Parker said.



Dick Parker (center), T2 Center temporary coordinator, sorts videotapes with his assistant Joanne Robison (left), and Stephanie Swetland, a temporary employee.

RETIREMENTS

Donald Budd, highway maintenance assistant supervisor, Highway Division, Government Camp, retired in December after 24-plus years of service.

Merle Griggs, highway maintenance specialist, Highway Division, Coquille, retired in December after 35 years of service.

Charles Johnson, principal executive manager D, Highway Division, Salem, retired in December after 22 years of service.

George Johnson, highway maintenance supervisor 1, Highway Division, Albany, retired in December after 27-plus years of service.

Rodney Jones, highway region electrical supervisor, Highway Division, Ontario, retired in December after 19 years of service.

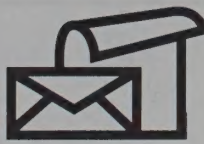
William Maish Jr., associate transportation engineer, Highway Division, Troutdale, retired in November after 33 years of service.

Aileen Owen, support services supervisor 2, Vehicle Services Branch, Motor Vehicles Division, Salem, retired in December after 35-plus years of service.

Jack Ross, highway maintenance supervisor 2, Highway Division, Central Point, retired in December after 38-plus years of service.

Ernest Strawn, highway maintenance supervisor 2, Highway Division, Prospect, retired in December after 36-plus years of service.

Letters



(Continued from Page 2)

'Standing tall' in dark

Art Alaniz,
Area Maintenance Manager,
Highway Division, Chiloquin:

Once again your Chemult crew is standing tall. Late one night this November, my personal vehicle stranded me on Oregon 58 near the Crescent cutoff. Shortly after I started my chilly hike to the nearest telephone, about three miles away, a snowplow happened to my rescue. Thanks to the efforts of some of your night crew, I was able to repair my vehicle and resume my journey with only minimal delay.

It's difficult for most of us to imagine just how dangerous a situation like this could be without dedicated, concerned employees like yours on the job patrolling these desolate highways. I am proud to be associated with this caliber of employee. Please extend my gratitude and encouragement for your crew to keep up the good work.

AL LAUTIS

District 11 Sign Supervisor
Highway Division, Klamath Falls

Modern, yet personal

J.X. Wilson,
Region 5 Engineer,
Highway Division, La Grande:

Thanks to you and your staff for their speedy response to our needs by installing a state-of-the-art traffic controller at the intersection of East Idaho Avenue and East Lane in Ontario. Talk about timing, it would prove truly useful with the Christmas season upon us.

I know that Tom Kuhlman, Rod Jones and Herb Shaw personally took an interest in the project and they all deserve an attaboy for their efforts. We truly feel that we have a voice in what's happening, and are looking forward to working with you in the future.

GRANT BAUGH

Ontario

(Kuhlman is the Highway Division's District 14 manager, Jones is a Region 5 electrical supervisor, and Shaw is a Region 5 project manager.—Editor)

Free advice well taken

Kipp Osborn,
Region 3 Traffic Operations Supervisor,
Highway Division, Roseburg:

On behalf of the city of Port Orford and the Port Orford City Council, I want to thank you for advising us that the crosswalks on U.S. 101 in Port Orford would be added to the list of crosswalks to be painted by the state Highway Division traffic line painting crew. We were even more pleased after those crosswalks were painted. You and your crew members did an excellent job.

DEAN MADISON

City Manager, Port Orford

Antisocial chipmunks

J.X. Wilson,
Region 5 Engineer,
Highway Division, La Grande:

My son and I are impressed with the picnic area on Battle Mountain, and have spent many pleasant days there enjoying its peaceful surroundings.

We don't do much overnight camping, so it's nice to find a place where we can spend time together without depriving someone of a campsite. We especially appreciate the care you have taken in maintaining the picnic area, even though its access from the highway includes a rather abrupt turn. My only other complaint is that the chipmunks are too shy, but we are working on that.

MARY FINNEY
Pendleton

PROFILE: MIKE EDEN

Speaking up, getting along

By ANDY BOOZ

Via Managing Editor

Imagine yourself under a highway bridge, there for a relatively simple adjustment. The only thing keeping you from being hurt by falling reinforced concrete is the trust among your crew mates.

A teambuilding exercise? Maybe not true-to-definition, but the outcome is the same—trust and teamwork—an unconscious caring that you can bet your life on. Even if you're not in a position of potential peril, building trust in your crew is comforting, as you may be the next one in a tight spot.

Mike Eden knows how it feels. Although supervisor of the Ontario traveling bridge crew, he considers himself just another member of the team.

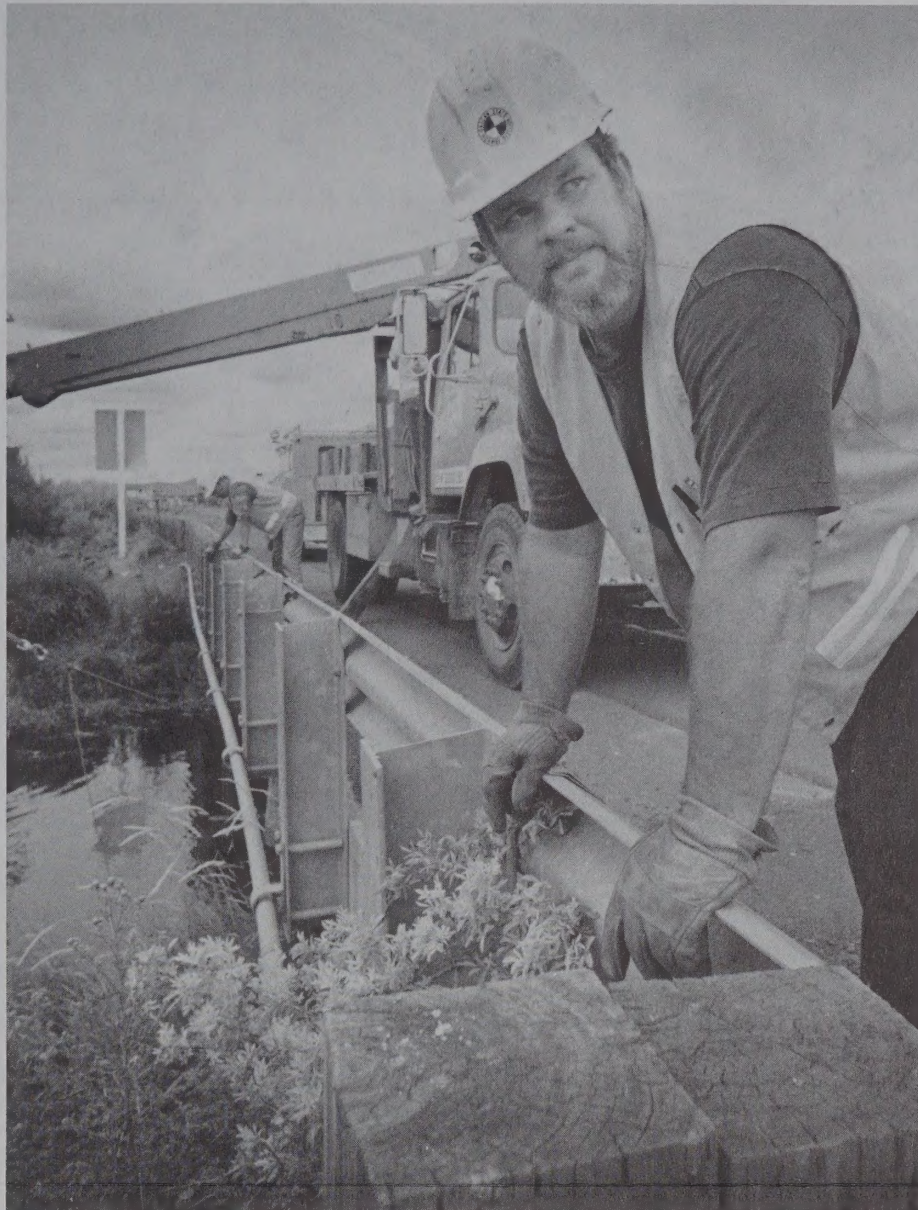
'I see employees who want to be involved, but they want their supervisors to bring issues out for them. Instead, they should just say, hey, here's this problem and we've got to address it.'
—Mike Eden

"Everyone on this crew is super-good about watching out for one another," he says at the end of a long day. "As head of this crew, I've found the more involved you get, the more involved people become."

The demands placed on his crew also keep them interdependent. On any given day, his crew may change locations, sometimes with only a few hours notice. Typical is being called by the Highway Division's District 14 office in Ontario with news his crew will shift to another town, as was the case earlier this fall. Spend the afternoon in John Day, the next morning in Burns. While traveling throughout the district, his summertime crew of four stays in motels, but Eden totes a small trailer for shelter—a portable reminder of home.

When away from home, the need to adapt to changing conditions becomes second nature. So, too, does it become important for a crew to get along. That's why Eden places an emphasis on keeping communications open and honest.

"I can empathize with people who complain they don't have enough infor-



Working in Eastern Oregon with his bridge crew, Mike Eden practices teambuilding almost every day.

mation to do their jobs," he says. "But if their supervisor passes that stuff along—new policies, job announcements, safety information—then they're just as much to blame for not reading it."

Eden's attitude toward his crew roughly parallels his perception of how the Highway Division has undergone an attitudinal shift over the past few decades.

"Before, Highway ran things like in the military: You asked questions and you got answers, but whatever you did, you followed orders without question," he says. "Now, you can speak your peace to pretty much anyone."

At the same time, Eden senses pock-

ets of reluctance within the department, particularly in areas where the team management concept is used.

"The team-management concept is good," he says. "I see employees who want to be involved, but they want their supervisors to bring issues out for them. Instead, they should just say, hey, here's this problem and we've got to address it. Instead of working to straighten out a disagreement they have with their super-



Mike Eden secures a cable onto a bridge beam. Kirk Steinke is pictured on right.

visors, some employees complain to others on their crew. That's just an excuse not to confront the problem."

Since joining the Highway Division shortly after graduating from high school, in 1966, Eden has divided his time between working on roads and bridges and behind a desk. After six years as an engineering aide in Ontario, he became District 14 office manager eight years until he grew weary of being office-bound. In 1980, he became assistant supervisor of the Ontario traveling bridge crew, then its supervisor—his current position—in 1985.

Eden's mixture of field and office experience left him with a great appreciation for the office manager role, where he would serve as backup for the district manager, and liaison for crews, offices



Mike Eden (hand raised) repairs a Burns-area bridge with crew member Kirk Steinke.

and suppliers when conditions or priorities changed.

His office experience makes him appreciate the department's improved response to vendor payments. "With our new purchase order system, if someone's not paid, it's probably our fault, not Salem's. And before, we had businesses that didn't want to do business with us because they knew they wouldn't be paid in time. We no longer hear complaints."

Eden also points to an improvement in relations between field crews and Salem's centralized service suppliers. "Before, we got what equipment Salem would send us. Now we get what we need." He enthuses about how the Salem Fabrication Shop equipped a flatbed truck with a winch—just as he ordered. "Maybe it's because we had experience in the past of not getting what we wanted and needed that we were surprised with what we got," he says. "They showed they really want to work with us."

A course in front-line leadership reinforced Eden's belief that customer service extends to human relationships as well. "We really believed in the course material—that you should treat people as you would like them to treat you, that you need to focus on a situation and not personalities to maintain a crew's self-esteem."

When the weather turns cold, most of Eden's crew splits to wintertime assignments—plowing snow, for instance—and Eden and his sole remaining crew member turns to carpentry work and other jobs. These winter months, Eden's attention also shifts toward the indoors, where he practices a scattering of hobbies.

Among his former hobbies are fly tying (opened a retail business for a short while), free-lance writer (contributor to "Northwest Experience" magazine) and leather worker ("I made most everyone a billfold

until there was no one left, so I changed hobbies.). His current pastime, woodworking, has him building a new shop at home.

The same curiosity for new hobbies has him hopeful about the Highway Division's parent organization, the state Department of Transportation.

"Just about anything you'd be interested in doing, it's within ODOT. Truck driving, maintaining highways and bridges, photography, even journalism—you name it," he says. "In a few years, I think you're going to find more people with education and skills in business administration. Still, a business degree can't substitute for the basics. Interpersonal skills, how you get along with someone and treat one another—that's what life's all about."

RETIREEES REPORT

Chuck Fredrickson, Salem, construction engineer, Highway Division, retired in 1988.

One of his most exciting excursions since Chuck retired was a trip to Greece to visit his youngest son and family. Chuck and his wife, Francis, spent 16 days touring Greece and the island of Crete. When in America, they keep in touch with their other children in California, New Mexico and Portland.

Since his retirement, Chuck has been working part time for State Rep. Gene Derfler. He now oversees the quarterly Highway Retirees luncheon group and publishes a 9,000-circulation retirees newsletter using his new computer



Fredrickson

skills. Chuck plays golf regularly and is active in Toastmasters, a public-speaking group.

Ralph Honeywell, Salem, senior designer, Highway Division, retired in 1990.

With 11 acres southeast of Salem, Ralph and his wife, Virginia, find that maintaining their land can monopolize their time. As the weather warms, Ralph plans to start plants in his new greenhouse for his half-acre garden. His specialty is growing tomatoes, green peppers and onions.

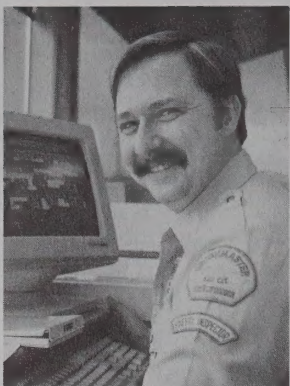
He frequently joins Virginia on business trips, including jaunts to Little Rock, Ark., to visit his brother, and to Dallas, Texas.

Ralph hunts deer each fall, and has returned each of the past 20 years to the Camp Sherman area to camp and hunt. A member of the Elks, Masonic and Eagles lodges, he serves as president of the Turner Festival Board and parade chairman for the Turner Lamb Festival.

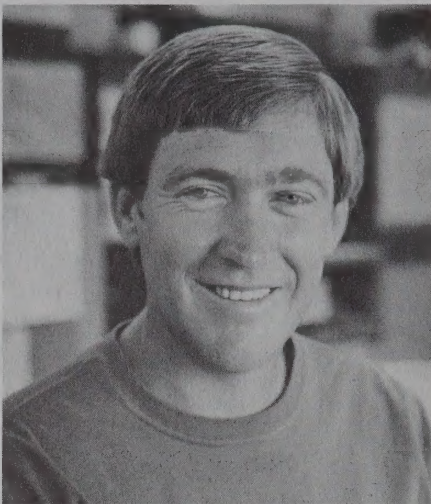
CANDID COMMENTS

Do employee-recognition awards serve as an effective work incentive? Why or why not?

Jeannie Rapoza
Office Coordinator
Drivers Program Support
Motor Vehicles Division
Salem



George Banta
Senior Weighmaster
Permits and Weighmasters
Section
Highway Division
Klamath Falls

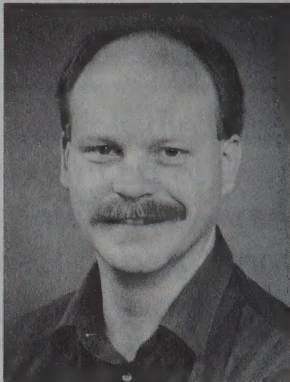


Dale Wickert
Transportation Engineer 1
Highway Division, Ontario



Tom Duncan
Revenue Auditor
DMV Fuels Tax Branch
Portland

Richard Heinemann
Senior Drafter
Traffic Engineering
Section
Highway Division
Salem



Jeannie Rapoza

Yes, they do. We used to have the PRIDE and PEER awards and now we have the PRIZM Award. Managers and supervisors also need to say "good job." It gives you incentive and lets you know you're needed and appreciated.

George Banta

A lot of people like the awards because it shows appreciation from management. It helps reinforce to them that they did a good job.

Dale Wickert

The Highway Division's 3E Award program is all right, but it doesn't accomplish a whole lot. Saying your job was well-done probably accomplishes more. And I'd like to see more authority delegated along with the added work responsibility, so you can carry out what work you need to do without going back to ask for permission.

Tom Duncan

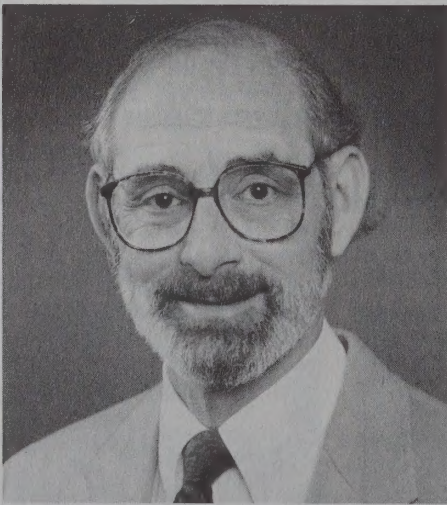
Oh, I think they do. Even if you don't get one and someone else does, it shows that the boss is looking out and seeing that superior work is being done by employees. That's encouraging.

Richard Heinemann

I suppose that a tangible award, such as a certificate, has a place and purpose if not over-used, but I believe that less formal verbalizations such as being told you've done a good job or being thanked for something from one's co-workers or immediate supervisor will go a lot further toward inspiring superior performance.



Rachel Watilo
Office Specialist 2
Strategic Planning
and Communications Branch
Central Services Division
Salem



Ken Bonnem
Local Network Manager
Information Systems Section
Central Services Division, Salem

Elayne Ray
Motor Vehicle
Representative 2
(developmental)
Motor Vehicles Division
Ontario



Dale Norton
Highway Maintenance Specialist
Highway Division
Detroit

Rachel Watilo

A sincere, informal "job well done" from a supervisor or co-worker serves as a very effective means of recognition and morale building. I believe the time and money invested on employee-recognition awards far exceed the benefit that a few employees receive.

Vernell West

Employee awards should recognize outstanding performance within one's job, or for work above what is required. If not, the gesture becomes meaningless, devalues the awards program, and invalidates high-quality performance of people who don't receive the awards. The program then becomes bureaucratic and disenfranchises competent workers and further lowers employee morale.

Ken Bonnem

It depends on what motivates a person. Some employees seem satisfied with personal knowledge that they have done well, while others require external praise as proof of success. Over time, any awards program that fails to provide recipients anything more tangible than a framed certificate probably will be cynically ignored.

Elayne Ray

No, they're not. Sure, incentives can be good. But in general, our organization is too big for our administrator or the ODOT director to know much about my work, so how can they reward me when I'm not known in Salem? I don't want to send in a nomination that says I'm wonderful. If someone on our staff would, that's fine. I don't have any solutions for improving the existing programs, though.

Dale Norton

No. Overall, the recognition award system fails because it ultimately recognizes too few individuals. Full groups and crews need to be acknowledged so they feel that their job is important and has an impact on all state functions. As a note, the safety awards program is good because it affects so many with a great return to the state, yet it's a nice pat on the back. Don't we all need more of those?